

essay

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Introduction

Leadership and management are critical sources of successful performance in contemporary organisations. According to Mullins (2016), the concepts are of great importance to successful performance since they directly affect how employees interact in an organisation, consequently affecting employee motivation and commitment which are critical determinants of organisational performance. Despite the critical differences between the two concepts, management and leadership are both needed for profitable organisations. Daft (2021:7) defines management as "the attainment of organisational goals effectively and efficiently through planning, organising, leading and controlling organisational resources." On the other hand, Mullins (2016:314) defines leadership as "a relationship through which one person influences the behaviour or actions of other people." The definitions indicate that leadership and management are equally important to organisational success; however, they fall at opposite ends of a continuum. Therefore, the essay discusses the meaning of leadership and management as well as their differences, regarding scope and style.

Leadership

Leadership plays a vital role in helping organisations achieve their goals and objectives. According to Daft (2015), leadership is an influential relationship through which an individual guides and motivates others towards achieving specific organisational goals and objectives. Admittedly, this indicates why leadership is one of the critical functions of management since it ensures that subordinates receive the right levels of motivation and support from their leaders ensuring successful performance. Northouse (2018) indicates that leadership is a process, involving influence and power, the attainment of common goals, and mainly occurs within a group context. Mullins (2016) maintains that the process of leadership is inseparable from group activities and effective team building. Admittedly, this indicates that leadership is of utmost importance to the success of any organisation. Therefore, the review of the scope and styles of leadership is critical to understanding its essence for any organisation operating in the highly competitive business landscape.

Scope of leadership

Leadership focuses on directing and influencing others to accomplish a common objective. Mullins (2016) indicates that leadership focuses on coordinating a group's activities and guiding their efforts towards common organisational goals and objectives. Notably, this indicates that leadership is a process aimed at coordinating the efforts of followers and guiding them towards achieving particular goals. The trait theory held that leaders included individuals with desirable traits, such as integrity, decisiveness, enthusiasm, charisma, intelligence and self-confidence. Benmira and Agboola (2021) argue that the trait theory emerged from the Great Man's Theory in the 1930s and mainly focused on a leader's innate

characteristics as critical qualities of effective leaders. However, due to changing circumstances in the business environment, leadership theories have evolved significantly from trait theory, behavioural, and situational to new leadership theories. The current leadership theories emerged from the trait theory since leaders, indeed require particular traits to help leaders inspire trust, promote innovation, and develop and challenge an organisation's long term-perspective. Therefore, despite the evolutions in leadership theories to address the leadership needs of contemporary organisations, the scope of leadership can also include some management responsibility coordinating and directing the efforts of a group towards attaining common goals and objectives.

2.1.1 Styles of leadership

Leadership is an essential element of management since it involves coordinating people's activities and guiding their efforts towards common organisational goals and objectives. Therefore, understanding different styles of leadership styles is critical to promoting employee motivation, organisational culture, and performance. Mullins (2016) indicates that leadership style describes how the leadership functions are carried out, and how managers typically behave towards the members of groups within their organisations. Shah (2018) maintains that appropriate leadership styles are critical to high organisational performance since they inspire confidence and support among followers. Moreover, Gandolfi and Stone (2018) maintain that effective leadership styles promote successful performance across all organisations, regardless of their types. In this regard, organisations must adopt leadership styles to enhance employee motivation and engender creativity; thus, allowing organisations to acquire a competitive edge in the highly dynamic business landscape.

There are many leadership styles in the existing literature including authoritarian, democratic, and laissez-faire styles. According to Mullins (2016), the authoritarian leadership style is where the leader applies the command-and-control approach to influence followers towards particular organisational goals and objectives. Markedly, this indicates that in organisations applying this style of leadership, power rests with the managers, thus, they alone exercise decision-making and authority associated with the determination of organisational policies, procedures, work tasks and organisational relationships and control of rewards and punishments. The main advantage associated with this style is its ability to promote quick decision-making; thus, making it suitable for promoting prompt responses to organisational changes. For instance, Jeff Bezos, Amazon's founder and CEO, applies this style to ensure that Amazon responds promptly to changes in customer needs. Peker et al. (2018) indicate that this is because autocratic leaders apply the command-and-control approach, which allows the manager to make organisational decisions, set high goals and invite their followers to achieve them. Therefore, this style is critical during a crisis since the

leader makes and takes account of all the organisational decisions. However, this style is unconventional due to its negative impacts on employee motivations since it treats them as passive participants in organisational activities.

Democratic leadership is another leadership style in most contemporary organisation, where the decision-making power rests more with the group as a whole rather than with the leader due to a greater interaction among members of the group. Mullins (2016) indicates that this style promotes sharing of functions among members of the group; thus, group members play an active role in an organisation's decision-making, determination of policies and implementation of procedures; thus, promoting followers' motivation and commitment critical successful performance in the current fast-paced business environment. For instance, Timothy Cook, the Apple Inc.'s CEO applies this leadership style to promote organisational performance amidst fierce competition in the global technology industry. Admittedly, to help the company achieve its goals and objectives, Timothy Cook granted autonomy to all product development divisions in the company. The democratic leadership style allows leaders to share their organisational visions with followers, promoting their motivation, and commitment to organisational goals and objectives, leading to optimal performance. However, this style may not be appropriate during a crisis where quick decisions are required to prevent undesirable outcomes for the organisation.

The final leadership style is the laissez-faire style, which gives team members and organisations more freedom of action. Mullins (2016) indicates that this leadership style is most suited for high-skilled team members, since the leader tends to be hands-off, regarding organisational decisions. Dastane (2020) also argue that laissez-faire leadership is appropriate where followers have the right skills, knowledge, desire, and willingness to perform organisational tasks without supervision. Notably, laissez-faire leaders allow their followers the freedom to do as they think best but tend to be readily available whenever their followers need help. For example, Warren Buffett, the CEO of Berkshire Hathaway Inc., applies this leadership style, where he delegates authority to various teams, ensuring successful performance due to the company's broad business portfolio. However, the leadership style can only promote organisational performance where followers have the right skills, knowledge of organisational tasks and access to the necessary tools and resources required to perform various organisational tasks.

Management

Effective management is critical to successful organisational performance in the current highly dynamic business landscape. According to Daft (2021), the main focus of management is the effective and efficient attainment of organisational goals. Henry Fayol identifies six critical management functions through which managers can achieve the above

management goals, including forecasting, planning, organising, commanding, coordinating and controlling (Godwin et al., 2017). Managers must perform these functions to ensure that their organisations have clear goals and visions required to acquire a competitive edge over rivals in the current uncertain business environment. Therefore, analysing the scope and styles of management is critical to understanding of how the concept of management differs from leadership.

Scope of management

Management is both a science and an art aimed at attaining specific ⁴organisational goals and objectives through the planning, organising, leading and controlling functions that allow for optimal utilisation of organisational resources. Daft (2021) maintains that the four functions constitute the critical pillars of management since they ensure the effective and efficient utilisation of organisational resources to promote the attainment of organisational goals and objectives. Mullins (2016) indicates that management occurs through well-structured systems and procedures that allow organisations to achieve their goals and objectives through the efforts of their employees. Therefore, management varies from one organisation to another and occurs at different levels of the organisation. Theories of management have also evolved over the years to address the changing management needs in the current business landscape. Mullins (2016) identifies scientific management, human relations, and McGregor's Theories Y and X as the critical approaches to management. Despite the evolutions in management theories, the scope of management remains to promote efficient and effective utilisation of the organisation's resources to attain organisational goals and objectives.

Management Styles

Management styles have evolved over the years to meet the changing management needs in contemporary organisations. Kibbe (2019) indicates that changes in the current business landscape necessitated evolution in management styles to allow managers to attain organisational goals and stay ahead of their market rivals. The performance of any organisation depends on the management styles it applies to different operations in the organisation. Kalogiannidis et al. (2021) indicate that due to the rapid changes in the business environment, most contemporary organisations prefer employee-centred management styles due to their ability to help them compete effectively in the current business landscape. There are different management styles applicable in most contemporary organisations including participatory management, democratic management, and autocratic management styles.

Participatory management style is the most preferred management style due to its ability to promote employee productivity and maintain steady organisational growth. According to Kalogiannidis et al. (2021), the participatory management style encourages active employee participation in critical organisational activities, such as decision-making and the establishment of policies and procedures, promoting their motivation and organisational commitment. Notably, this indicates that the style is dependent on the behavioural school of thought, which emphasises the role of active participation in organisational activities on employee performance (Cai et al., 2020). Apple Inc. is an example of a contemporary organisation that applies this form of management due to its ability to promote innovation and productivity among employees.

Democratic management is another style of management that decisions are made in groups and teams. Kalogiannidis et al. (2021) indicate that organisations applying this style allow their employees to encourage persistent interactions among employee teams and focus on promoting a positive relationship between the top management, lower-level management, supervisors and the entire employee team. Mullins (2016) indicates that this management style is person-centred since it encourages and promotes equal participation in organisational activities without favouritism and discrimination; thus, increasing employee commitment and motivation required for optimal productivity. Therefore, since this style of management promotes continued interaction between the management and employee teams across an organisation, it is critical to improving an organisation's general performance.

Autocratic Management is another critical management style in most contemporary organisations. Bhargavi and Yaseen (2016) indicate that autocratic leadership is crucial during a crisis since the utmost decision-making authority resides with the top management. Kalogiannidis et al. (2021) also observe that managers in organisations applying this style of leadership assume that their subordinates will accept their decisions; thus, they do not involve them in organisational decisions. Arguably, this implies that this management style is task-oriented; hence, it pays limited attention to employees' attitudes and opinions; regarding organisational decisions. The manager's main role under this style of leadership is guiding employees on how to complete different tasks. Despite the negative impacts of the style when monotonously applied, it promotes organisational performance in emergent circumstances where employees lack sufficient knowledge or skills about how to approach different issues, such as during the COVID-19 pandemic where the management had to make quick decisions to ensure the safety of their employees, as well as continuing with their operations.

Conclusion

The report indicates that despite falling on opposite ends of the continuum, they are equally important to successful organisational performance in the current dynamic business landscape. However, the analysis of the meaning of the two concepts indicates that they vary in scope. While leadership focuses on directing and influencing others to accomplish common organisational goals and objectives, management focuses on the attainment of organisational goals through optimal utilisation of organisational resources. Notably, this indicates that while leadership achieves its goals through influencing others to willingly achieve organisational goals and objectives, management attains organisational goals ⁴ through planning, organising, leading and controlling organisational resources. However, leadership and management styles are similar in many ways since in both cases it affects the relationship between a leader or manager and followers or subordinates. Therefore, in both cases, style affects the level of interaction, commitment to organisational goals, trust and organisational productivity. Therefore, understanding these differences is critical to helping organisations achieve their goals and objectives while remaining competitive in the market.

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